



Alaska

Department of
Transportation and
Public Facilities

Environmental Training Program Plan

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Introduction

The environmental field is constantly evolving and regulations change often; therefore, it is important that training utilizes the latest technologies and is structured in a format that allows for quick modifications.

DOT&PF continues to rely heavily on on-the-job training and mentoring as an efficient and effective method of ensuring that new analysts get the skills to successfully accomplish their tasks. Collaborative on-the-job training and mentoring also provide valuable professional development for career staff.

Classroom training is effective; however it isn't consistently offered. Budget constraints further limit our ability to send staff to trainings and conferences outside their region or out of state. We will continue to use classroom training opportunities for environmental staff as available and send staff to appropriate trainings and conferences as our budget allows.

In addition to classroom training and conferences, DOT&PF plans to utilize web-based training available through other agencies as well as conducting our own rapid-delivery information sessions on environmental topics on an as-needed basis, using web- and video-based conferencing.

This plan is not a static document. We intend to periodically update this Environmental Training Program Plan as necessary skills change and training evolves.

Plan Overview

The DOT&PF Environmental Training Program Plan assists environmental staff and their supervisors in creating an Individual Training Plan. The first section highlights some of the training available to staff and provides some guidance on their use in an Individual Training Plan. The second section provides an introduction to several online resources helpful in their day-to-day work. Appendix A and B are matrices developed to assist in creating an Individual Training Plan. The matrix in Appendix A presents the skills and knowledge desired for environmental staff at DOT&PF. The matrix in Appendix B correlates training opportunities with one or several groups of skills.

This plan is not intended to encompass every possible training opportunity. Environmental staff and their supervisors are encouraged to explore additional training opportunities not listed in this plan as the supervisor deems appropriate.

Training Opportunities

Environmental Procedures Manual Training

DOT&PF has two [Environmental Procedures Manuals](#): one specific to the 6004 Program and one for non-assigned projects in which FHWA approves environmental documents. These manuals are useful tools for training environmental staff. They outline the Department's

environmental process and provide links to important reference materials such as pertinent laws, regulations, executive orders, and internal policy documents.

As the Environmental Procedures Manuals are updated, the Statewide Environmental Office will provide webinar training to the Regional environmental staff on the updated procedures. FHWA will be asked to participate in the webinar training for the FHWA-specific manual chapters. These webinars will be recorded so that this training can be posted and streamed from the training website for future use.

The webinars can be accessed on the DOT&PF [Statewide Environmental Training website](#).

Mentoring

DOT&PF's organizational structure allows for mentoring of junior and newly-hired environmental staff. Senior environmental analysts and the Regional Environmental Manager mentor new staff. Mentoring is an economical way of providing excellent job-specific training, and is highly encouraged. Mentoring is one of the few training opportunities that can help environmental staff progress in all desired skill sets.

Senior staff acting as a mentor can guide junior and new environmental staff through problem solving, demonstrate how to complete tasks, and provide constructive criticism of work products.

The mentor also learns while teaching junior or new staff. By mentoring, senior staff will improve their communication and problem solving skills, and gain experience in overseeing junior staff's work products.

Regular Internal Training

Regular internal training opportunities already exist for environmental staff, as described in Table 1. These opportunities are often flexible and can be tailored to meet the needs of individual staff members. Internal training opportunities are typically free to attend, though in some cases there may be travel costs.

Table 1. DOT&PF Internal training opportunities.

Internal Training Opportunities	Description	Approximate Frequency
Statewide Environmental Topic Web-conference	A web-conference to provide all environmental staff with a forum for discussing or receiving training on topics of concern.	Monthly, as needed
Central Region Environmental Expo	A one-day conference for Central Region's construction project engineers regarding storm water permit compliance and other environmental-related topics that vary each year. This is also attended by Central Region environmental staff.	Every year, in spring
Statewide Environmental Summit	An environmental conference that provides a forum for discussing topics of concern. Length of conference and topics presented vary for each Summit.	Every year
DOT&PF ECATTs	An online training site that allows staff to register for training offered by the Department and offers online courses for wetlands, stormwater and HAZCOM.	Continuous
Alaska Certified Erosion and Sediment Control Lead (AK-CESCL)	A two-day certification course focused on storm water inspections and permit compliance	Several times per year
Cultural Resource Team (CRT) Meetings	Regular meeting held by the Statewide and Regional Professionally Qualified Individuals (PQIs) that allows	Every other month

Internal Training Opportunities	Description	Approximate Frequency
	for peer-learning, case-based training, and discussion of Section 106 processes	

Ad-hoc Internal Training

DOT&PF may have to develop training to address priorities where it appears no such training opportunities exist from other sources. This training will be contingent on the availability of staff time and funding within the Department.

This includes addressing training needs arising from new policies and procedures, programmatic agreements, and memoranda of understanding and/or agreement (MOUs/MOAs); the implementation of new technologies; Departmental directives; and other circumstances that necessitate specific training.

Classroom Training

The Statewide Environmental Office works with the Department's RD&T2 personnel and FHWA to identify and provide appropriate classroom training to environmental staff.

DOT&PF aims to provide certain core National Highway Institute (NHI) and other classroom trainings on a regular basis in each of the Regions (see Table 2). Classroom training offerings will be based on Regional interests and priorities, as funding allows. Department classroom training opportunities are listed on the RD&T2 website. In many cases, there is no registration fees and registration can be done online through the RD&T2 website after the employee has created an account. Environmental staff and their supervisors should periodically check the [Training Calendar](#) to identify available training opportunities applicable to their position or for flexing to a more senior position. RD&T2 also has a web feature that will notify a staff member of upcoming training in a specific area of interest.

Table 2. Core classroom trainings needed on a regular basis.

Sponsor/Course	Knowledge Base	Recommended for
National Highway Institute (NHI) – NEPA and Transportation Decision-Making	<ul style="list-style-type: none">• Regulatory compliance with NEPA, especially as applied by FHWA• Project development• Environmental Analysis	<ul style="list-style-type: none">• Analyst I• New hires• As a refresher
National Highway Institute (NHI) – Beyond Compliance: Historic Preservation in Transportation Project Development*	<ul style="list-style-type: none">• Regulatory compliance with Section 106• Project development• Environmental Analysis	<ul style="list-style-type: none">• PQIs (required)• All Analyst positions (required)• New hires (required)• REMs (required)• NEPA Managers• As a refresher
Office of History and Archeology (OHA) – Alaska Heritage Resources Survey	<ul style="list-style-type: none">• Conducting historic properties research for compliance with Section 106	<ul style="list-style-type: none">• PQIs (required)• All Analyst positions

(ARHS) Database Training*		<ul style="list-style-type: none"> • REMs • NEPA Managers • As a refresher
Advanced Section 106 course* (may be fulfilled by the Advisory Council on Historic Preservation's Advanced Section 106 Seminar or equivalent training)	<ul style="list-style-type: none"> • Regulatory compliance with Section 106 • Project development • Environmental Analysis 	<ul style="list-style-type: none"> • PQIs (required)
National Highway Institute (NHI) – Applying Section 4(f): Putting Policy into Practice	<ul style="list-style-type: none"> • Regulatory compliance with Section 4(f) • Project development • Environmental Analysis 	<ul style="list-style-type: none"> • All Analyst positions • REMs • NEPA Managers • As a refresher
Annual Section 106 PA Training*	<ul style="list-style-type: none"> • Regulatory compliance with Section 106 • Implementation of the Section 106 PA 	<ul style="list-style-type: none"> • PQIs (required)

Note: Those classroom trainings marked with an asterisk (*) are required by the Section 106 Programmatic Agreement (106 PA) to be held at the specified frequencies and attended by all individuals in the specified positions as outlined in the 106 PA.

The core courses in Table 2 provide the necessary knowledge base for the environmental series positions, and are particularly important to have early in one's career with DOT&PF. For this reason, these courses are critical for new environmental staff or those currently in environmental series positions who have not yet had these or similar trainings.

Environmental staff who have already completed these core training sessions should be allowed to attend again as a refresher if space allows. This is particularly important for Section 106 and Section 4(f) trainings for staff who have not had refresher training in several years. Having more experienced staff in these classroom trainings with those less experienced also provides a learning opportunity, since experienced staff can provide context and examples of how the knowledge being taught in the course can be applied to DOT&PF projects.

As noted in Table 2, the Section 106 Programmatic Agreement (PA) requires that certain classroom training opportunities be held at certain frequencies and be attended by all individuals in the positions specified in the PA. It is important that Regional Environmental Managers become familiar with the 106 PA in order to ensure that their staff obtain the required training in compliance with the agreement.

In addition to the core trainings, other classroom trainings that DOT&PF feel are important to offer as funding allows are listed in Table 3.

Table 3. Other important classroom trainings needed.

Topic	Recommended Course s	Recommended For
NEPA	National Highway Institute (NHI) – Advanced Seminar on Transportation Project Development: Navigating the NEPA Maze	<ul style="list-style-type: none"> • Analyst II and III • REMs • NEPA Managers
	FHWA Resource Center – Planning and Environmental Linkages	<ul style="list-style-type: none"> • All Analyst positions • REMs • NEPA Managers
	FHWA Resource Center – Quality of NEPA Documentation/Improving the Quality of NEPA Documents	<ul style="list-style-type: none"> • All Analyst positions • REMs • NEPA Managers
	FHWA Resource Center – Indirect and Cumulative Effects	<ul style="list-style-type: none"> • Analyst II and III • REMs
	FHWA Resource Center – Purpose and Need and Alternatives Development	<ul style="list-style-type: none"> • Analyst II and III • REMs
Public Involvement	National Highway Institute (NHI) – Public Involvement in the Transportation Decision-making Process	<ul style="list-style-type: none"> • All Analyst positions • REMs • NEPA Managers
	National Highway Institute (NHI) – Effective Communication in Public Involvement	<ul style="list-style-type: none"> • All Analyst positions • REMs • NEPA Managers
Conflict Management	National Highway Institute (NHI) – Practical Conflict Management Skills for Environmental Issues	<ul style="list-style-type: none"> • All Analyst positions • REMs • NEPA Managers
Air Quality	FHWA Resource Center – Transportation Air Quality Fundamentals	<ul style="list-style-type: none"> • All Analyst positions
Noise	National Highway Institute (NHI) – Highway Traffic Noise	<ul style="list-style-type: none"> • All Analyst positions

Topic	Recommended Course s	Recommended For
Environmental Justice	National Highway Institute (NHI) – Fundamentals of Environmental Justice	<ul style="list-style-type: none"> • All Analyst positions
Wetlands	Wetland Delineation Training	<ul style="list-style-type: none"> • All Analyst positions
	Training on Functional Analysis of Wetlands	<ul style="list-style-type: none"> • All Analyst positions
Storm Water	Storm Water Pollution Prevention Plan (SWPPP) Writing	<ul style="list-style-type: none"> • M&O Analysts • Analysts interested in storm water • Stormwater Environmental Specialists
	National Highway Institute (NHI) – Design and Implementation of Erosion and Sediment Control	<ul style="list-style-type: none"> • M&O Analysts • Analysts interested in storm water • Stormwater Environmental Specialists
	National Highway Institute (NHI) – Water Quality Management of Highway Run-Off	<ul style="list-style-type: none"> • M&O Analysts • Analysts interested in storm water • Stormwater Environmental Specialists
Construction	National Highway Institute (NHI) – Environmental Factors in Construction and Maintenance	<ul style="list-style-type: none"> • M&O Analysts • Analysts responsible for monitoring environmental commitments on projects • REMs • NEPA Managers

Conferences and Workshops

Conferences offer an opportunity to learn about changing regulations, developing technologies, innovative research, best management practices and other current news occurring in the environmental field.

However, attending a conference is usually expensive, with costs dependent on the length and location of the conference and associated registration fees. There are ways to reduce the cost of conferences, such as early registration, booking rooms at hotels at the conference rate (sometimes cheaper than the government rate), and early booking of flights. In addition, some conferences provide travel scholarships or reimburse travel costs up to a specified amount.

It should be noted that attendance at a conference outside of Alaska requires the Commissioner's approval. Therefore, when environmental staff need to attend a conference, particularly one out of state, travel approval and logistics should be coordinated as early as possible.

Supervisors have the last word on the appropriateness and feasibility of a specific conference. However, the following is a list of recommended, relevant conferences held annually in Alaska that might be of interest to DOT&PF environmental staff:

Time of Year	Conference	Location
February	Alaska Forum on the Environment	Anchorage
Fall	Alaska Water Resources Association and American Fisheries Society Alaska Chapters Joint Conference	Juneau
Fall	Annual Invasive Species Conference	Rotates between Anchorage, Fairbanks, and rural Alaskan communities
Fall	Alaska Historical Society Conference	Seward

Online Training

Online training is often more accessible to environmental staff, and a number of online training opportunities are available at no cost to the Department or its employees, other than staff time. Utilize these resources for training, particularly when classroom training is not immediately available.

But online training should not be seen as a replacement for classroom training in some cases. In particular, environmental topics that require field work and analysis such as wetlands, noise, and air quality, for example, should be taken as classroom training when available, even if an online training was already completed. Similarly, online training should not be substituted for the core classroom trainings outlined in Table 2.

Sources of online training relevant to environmental staff include the following:

- DOT&PF ECATTs
- The National Highway Institute (NHI)
- AASHTO Center for Environmental Excellence

In order to take advantage of these opportunities, Table 4 outlines online courses offered by these and other agencies that may be relevant to environmental staff. Courses are organized by topic.

Please note that there are many other applicable online training opportunities that can and should be utilized, and that the course offerings listed in Table 4 are subject to change by the sponsoring agency. The DOT&PF [Statewide Environmental Training website](#) features some additional online training opportunities.

Table 4. Some online course by topic offered by DOT&PF, NHI and AASHTO, and other agencies.

Topic	Recommended Courses	Recommended For
NEPA	Introduction to NEPA and Transportation Decision-Making National Highway Institute	<ul style="list-style-type: none"> • New hires • Analyst I training • As a refresher
	Integrating Transportation Planning and NEPA Decision Making Webcast AASHTO Center for Environmental Excellence	<ul style="list-style-type: none"> • New hires • Analyst I training • As a refresher
Public Involvement	Effective Communications in Public Involvement National Highway Institute	<ul style="list-style-type: none"> • New hires • All Analyst positions
Administrative Records	Administrative Record National Highway Institute	<ul style="list-style-type: none"> • New hires • All Analyst positions
Highway Plans	TCCC Plan Reading Series: Highway Plan Reading Basics National Highway Institute	<ul style="list-style-type: none"> • New hires • Analyst I training
Section 106	Maintenance Training Series: Cultural and Historic Preservation National Highway Institute	<ul style="list-style-type: none"> • New hires • PQIs • Analyst I and M&O Analysts • As a refresher
Air Quality	Air Quality Planning: Clean Air Act Overview National Highway Institute	<ul style="list-style-type: none"> • New hires • All Analyst positions • As a refresher
	Air Quality Planning: SIP and TCM Requirements and Policies National Highway Institute	

Topic	Recommended Courses	Recommended For
	Air Quality Planning: SIP Development Process National Highway Institute	
	Air Quality Planning: Transportation Conformity National Highway Institute	
Noise	Highway Traffic Noise: Basic Acoustics National Highway Institute	
Section 4(f)	Practitioner's Handbook Webinar Complying with Section 4(f) of the U.S. DOT Act AASHTO Center for Environmental Excellence	<ul style="list-style-type: none"> • New hires • All Analyst positions • As a refresher
	Section 4(f) Tutorial FHWA Environmental Toolkit	<ul style="list-style-type: none"> • New hires • All Analyst positions • As a refresher
Stormwater	DOT&PF Stormwater Training DOT&PF ECATTS	<ul style="list-style-type: none"> • New Hires • All Analyst positions • As a refresher
	TCCC Plan Reading Series: Erosion and Sediment Control Plans National Highway Institute	<ul style="list-style-type: none"> • M&O Analyst training
Wetlands	DOT&PF Wetlands Training DOT&PF ECATTS	<ul style="list-style-type: none"> • New Hires • All Analyst positions • As a refresher
	Permit Instructional Video U.S. Army Corps – Alaska District	<ul style="list-style-type: none"> • Analyst positions responsible for Sect. 404 permitting • As a refresher
	Section 404 Permitting	<ul style="list-style-type: none"> • New Hires

Topic	Recommended Courses	Recommended For
	U.S. Army Corps	<ul style="list-style-type: none"> Analyst positions responsible for Sect. 404 permitting As a refresher
Indirect/ Cumulative Effects	Practitioner's Handbook Webinar Assessing Indirect Effects and Cumulative Impacts Under NEPA AASHTO Center for Environmental Excellence	<ul style="list-style-type: none"> Training prior to/concurrent with flexing up to an Analyst II/III position that works on EAs and EISs As a refresher

DOT&PF Manuals

Environmental staff must become familiar with procedures outlined in several manuals:

- Alaska 6004 Program Environmental Procedures Manual
- Alaska FHWA Environmental Procedures Manual
- Alaska Highway Preconstruction Manual
- Alaska Aviation Preconstruction Manual

The two Environmental Procedures Manuals specifically outline the Department's procedures to comply with the National Environmental Policy Act (NEPA) and other relevant federal and state environmental laws, regulations, and executive orders.

The two Preconstruction Manuals (Highways and Aviation) outline the Department's procedures for project development. The sections on public involvement and agency coordination are particularly important to environmental staff.

While training is provided to update staff on changes to the two environmental manuals, no training is provided regarding the Preconstruction Manual procedures, other than peer-based mentoring and on the job training.

All of these manuals are available online for reference.

Online Resources

Environmental staff are encouraged to develop a personal library of resources to utilize in their day-to-day work. While an individual's go-to resources may grow and change over time, there are some basic online resources that environmental staff should become familiar with and utilize as part of their learning process. These include:

- [DOT&PF's Environmental Webpage](#). Organized by resource topic, this page provides links to other online tools to develop an analysis of project impacts.
- [FHWA's Environmental Review Toolkit](#). This website provides comprehensive information regarding FHWA's implementation of the NEPA process, as well as guidance on several key topics such as Section 4(f) and Historic Preservation. The most often referenced resource on this website is the Section 4(f) Policy Paper.
- [AASHTO's Center for Environmental Excellence](#). This is a comprehensive source for reference materials regarding environmental topics in relation to transportation activities. The AASHTO Practitioner's Handbooks should be viewed as a "Cliff's Notes" for environmental professionals.

In addition, environmental staff can join other appropriate "Listserve" sites that offer information about changing regulations, upcoming conferences and trainings, developing technologies, and other current news occurring in the environmental field. Staff mentors can help with recommendations on what are useful and appropriate "Listserve" sites.

APPENDICES

APPENDIX A. A matrix showing the desired knowledge and skills for the Alaska Department of Transportation and Public Facilities (DOT&PF) positions in the Environmental Series. A dot (●) will indicate that a skill is desired for a position. The level of proficiency for each desired skill is indicated by the darkness of the dot, with a beginner level being lighter (●) and an advanced level being darker (●).

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Knowledge Base						
Knowledge of principles of an environmental, ecological, biological, or physical science.	●	●	●		●	●
Knowledge of principles of archeology and/or knowledge of history, architectural history or closely related field to a level commensurate with the Secretary of Interior Professional Qualification Standards for the applicable field.				●		
Knowledge of environmental considerations in construction and transportation projects, documenting Categorical Exclusions and Environmental Assessments.	●	●	●		●	●
Knowledge of environmental considerations in construction and transportation projects and the drafting of Environmental Assessments and Environmental Impact Statements.	●	●	●		●	●
Knowledge of archeological, historic and/or cultural resource considerations in construction and transportation projects.				●	●	●

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Knowledge of State and federal environmental regulations and permitting processes.	●	●	●	●	●	●
Research and Environmental Analysis						
Knowledge of research techniques and methods	●	●	●	●	●	●
Obtain and compile information, data, and facts from a variety of specialized sources.	●	●	●	●	●	●
Investigate an issue, determine the relevant facts or factors, and evaluate their significance.	●	●	●	●	●	●
Research, collect, and analyze data to determine the possible environmental impacts of proposed transportation or construction projects.	●	●	●	●	●	●
Understand and analyze data in a variety of engineering, socioeconomic, and physical sciences fields.	●	●	●		●	●
Evaluate engineering design reports, and reports prepared by other agencies and consultants on topics such as fish and wildlife distribution, migration patterns, and behavior or the socioeconomic aspects of communities in areas affected by proposed projects.	●	●	●		●	●

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Evaluate engineering design reports, and reports prepared by other agencies and consultants on topics related to historic, archeological, and cultural resources in areas affected by proposed projects.				●	●	●
Perform analytical techniques and use computer programs for impact analysis and modeling of mitigation measures.	●	●	●	●	●	●
Use of reference materials and the logical organization of information to present a variety of data and support a conclusion.		●	●	●	●	●
Evaluate planning and design documents; work with planners, engineers, and other professionals to gain understanding of project scope.		●	●	●	●	●
Recommend design changes to minimize detrimental environmental, economic, and social impacts. Recommend measures to mitigate potential impacts.		●	●	●	●	●
Permitting and Regulatory Compliance						
Identify the permits and permit processes required for the project and the permitting agencies involved.	●	●	●		●	●

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Conduct and coordinate the consultation process required under Section 106 of the National Historic Preservation Act for multiple projects of varying complexities.				●		
Determine the studies, documents, and permits required for projects to comply with environmental laws and regulations.	●	●	●	●	●	●
Learn to negotiate permit requirements, stipulations, and mitigation measures to provide cost-effective environmental protection.	●	●	●	●	●	●
Monitor construction activities for compliance with permit requirements and environmental commitments; identify and direct actions necessary for resolving emergencies, project changes, and unplanned events.	●	●	●	●		
Ability to manage an environmental assessment project, coordinate and lead the activities of professional staff, and produce a thorough, timely product.		●	●		●	
Review and approve permit application packages created by other staff or consultants; ensure thorough and complete analysis of environmental issues are documented; direct changes to improve clarity or provide greater efficiency and economy in mitigation measures; ensure application packages meet the requirements of regulatory agency; submit packages to regulating agency.			●	●	●	

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Evaluate permit applications submitted to the U. S. Army Corps of Engineers; independently analyze potential environmental impacts of proposed activity; determine appropriate mitigating measures; establish restrictions and requirements for proposed construction; effectively recommend approval or denial of permit applications.			●		●	
Plan, organize, and coordinate public involvement in the project permitting process.			●	●	●	
Ability to coordinate multiple environmental assessment projects.			●		●	
Writing and Editing						
Prepare environmental documents and information for public distribution.	●	●	●	●	●	●
Review and edit documents prepared by other staff; assemble information from staff and contractors into complete package.		●	●	●	●	●
Communication						
Ability to communicate technical information to a variety of audiences, both verbally and in writing.	●	●	●	●	●	●

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Leadership, Program Management and Administration						
Assist supervisor with project planning by evaluating requirements and recommending scope, schedule, staffing, and resources.			●	●		
Assist supervisor in preparing budget projections for the unit.			●	●		
Plan, schedule, coordinate, and monitor the analysis and evaluation of environmental impacts of large, multi-phase construction projects.			●	●	●	
Assign tasks to team members and consultants; provide guidance and training in technical details; resolve areas of conflict or controversy.			●	●	●	
Train, guide, and mentor staff in interpreting environmental laws and regulations; determining Categorical Exclusions; researching, analyzing, and documenting potential impacts of construction projects; and developing appropriate mitigate measures.			●		●	●
Work with resource and regulatory agency managers to resolve project conflicts.			●	●	●	●
Ability to supervise professional staff including staff in separate geographic locations.					●	

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Evaluate project scope, timeframe, issues, and resources available and assign projects to staff. Prepare budget and project scopes; review project progress; report progress and issues to department executives.					●	
Manage the environmental aspects of regional design, construction, and maintenance and operations activities for transportation systems and infrastructure.					●	
Work with Environmental Impact Analysis Managers to recommend procedures, policies and reach consensus on statewide issues.				● *	●	●
Work with agency management in the development of standards and procedures for addressing analysis and documentation of unusual environmental elements, design features, or controversial issues.				● *	●	●
Analyze and evaluate policies and procedures, monitoring systems, and project planning related to social, economic, and environmental considerations. Draft recommendations for changes to improve efficiency, effectiveness, and coordination.				●	●	●
Review planning programs, environmental studies, and proposed or amended laws, regulations, and procedures for affect on operations. Recommend and implement changes in policies and procedures. Recommend challenges to proposed laws, regulations, or procedures that unreasonably impede operations.				● *	●	●

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Create operating agreements with other public agencies.					●	●
Maintain records of all actions taken under assumed responsibilities as required by the FHWA and provide information during audits and process reviews.			●	●	●	●
Determine whether or not a project is a Categorical Exclusion and exercise all federal responsibilities assumed from the U.S. Department of Transportation in accordance with the Memorandum of Understanding assigning the responsibilities to the State.			●		●	●
Exercise the responsibilities of the Federal Highway Administration (FHWA), delegated under 23 U.S.C. 326, for implementation of the National Environmental Policy Act (NEPA) for highway projects. Exercise all assigned FHWA responsibilities for environmental review, consultation, or other action required under any Federal environmental law pertaining to the review or approval of highway projects.					●	●
Conduct regular quality control activities to ensure that determinations are made in accordance with applicable law and agreements.				● *	●	●
Project Management						

Desired Skills	DOT&PF Environmental Series Positions					
	Analyst I	Analyst II	Analyst III	PQIs	Regional Environmental Manager (REM)	Statewide NEPA Program Manager
Plan, schedule, coordinate, and monitor the analysis and evaluation of environmental impacts of large, multi-phase construction projects.			●	●	●	●
Assign tasks to team members and consultants; provide guidance and training in technical details; resolve areas of conflict or controversy.			●	●	●	●
Develop scope and budget estimates for consultant contracts. Review Requests for Proposals and consultant contracts prepared by subordinates. Serve on consultant selection committees. Provide technical review of consultant and other agency prepared materials.			●	●	●	●

* May be conducted exclusively by Statewide Environmental Office staff

APPENDIX B. A listing of the types of training opportunities that will enable staff to obtain the desired skills listed in the first section. Each training opportunity is correlated with one or several groups of skills.

Training Opportunity	Desired Skill Group						
	Knowledge Base	Research & Env. Analysis	Permitting & Regulatory Compliance	Writing and Editing	Communication	Leadership, Program Management & Administration	Project Management
Introduction to NEPA	X	X	X				
Transportation Project Development	X	X					
Advanced NEPA	X	X	X		X	X	X
Administrative Record	X		X	X	X		
Section 106: An Introduction	X	X	X				
Historic Preservation in Transportation Project Development	X	X	X				X
Section 4(f)	X	X	X				
Highway Traffic Noise	X	X	X				
Technical Writing				X	X		
Air Quality	X		X				
Wetland / 404 Introduction	X	X	X				

Training Opportunity	Desired Skill Group						
	Knowledge Base	Research & Env. Analysis	Permitting & Regulatory Compliance	Writing and Editing	Communication	Leadership, Program Management & Administration	Project Management
Wetland Assessment / Delineation	X	X	X				
AK Certified Erosion and Sediment Control Lead	X		X			X	
Erosion and Sediment Control	X		X				
Public Involvement				X	X		
Title VI/Environmental Justice	X		X		X		
Conflict Management Skills					X		X
Environmental Conferences	X	X				X	
Right of Way / Real Estate	X	X			X		
Project Management / Quality Control Methods							X